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August 4, 1976

MEMORANDUM FOR THE RECORD

SUBJECT: Initial Meeting with Staff Members of the Senate
Select Committee, Subcommittee on Intelligence
Collection, Production, and Quality

1. The initial meeting between CIA production officers, representatives of the Deputy to the DCI for National Intelligence, the Intelligence Community staff, and Subcommittee staff members took place Tuesday, August 3, 1976. Those present from the Subcommittee were:

Mr. Harold Ford
Mr. Rick Inderfurth
Mr. Sam Bouchard
Ms. Anne Karalekas
Mr. Ted Ralston

Agency and IC participants were:

Mr. Paul Walsh, ADDI
Mr. Ernest Zellmer, ADDS&T

Mr. Evan Hineman, OWI/DDS&T
Mr. George Cary, OLC

Mr. Walsh chaired the meeting.

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2. Mr. Ford began with a few remarks explaining the Subcommittee's interests. The immediate task is to prepare a study of the intelligence production process, hopefully to be completed in late fall. Mr. Ford asked that the staff be permitted access to intelligence production and to individuals who prepare it. He said that, while the Subcommittee may make some recommendations, they did not intend to adopt an adversary position, planned to pursue the study in a responsible manner, and hoped to produce a product useful to both the Agency and the Subcommittee.

3. Mr. Walsh responded stating that it was the desire of both the Director and the Agency to be as forthcoming as possible and that we would make every effort to help the Subcommittee do its job. He thought there would be few problems in giving the Subcommittee the access it wants, although, he pointed out, there will be some areas of production which bear directly on current policy decisions and to which access may be restricted. He then outlined the ground rules we would like to follow in dealing with the Subcommittee. Access to CIA personnel and documents would be funneled through [redacted] office; access to the Intelligence Community staff would be through [redacted] office; access to other components of the Community would be negotiated with those components. The Subcommittee staff was urged to be as specific as possible in defining their requirements.

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4. Mr. Walsh also stated that the Subcommittee could do us a service with their study by helping to define what can reasonably be expected from the Intelligence Community--why are we here and what should we be doing. He noted that, while we have our traditional views on this role, an outside look could, for example, point up areas on which we should be doing more work or those where perhaps we were wasting our resources.

5. [redacted] explained the NFIB committee structure and how it works; Mr. Walsh described the finished intelligence product to the staff. The NIO function was explained by Messrs. [redacted] Mr. Zellmer described the DDS&T role in both producing finished intelligence and in supporting the intelligence production process.

6. Various staffers next presented their views on how they hoped to go about accomplishing the study. Mr. Ralston hopes to begin with a look at the type and amount of finished intelligence produced; Ms. Karelekas will provide an historical

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backdrop focusing on what we have learned, particularly in the estimative process over the years; Mr. Inderfurth will be examining consumer reaction, crisis management, and collection. He said he realized that a thorough examination of the collection process probably would not be possible within the time frame mentioned, but that he would like to make a beginning. His initial interests appear to be in technical collection.

7. The staff was queried on how they proposed to approach the study; whether on a functional basis, category of production, or a problematic approach. The response seemed to be that they would prefer a problem approach, e.g., pursuing the production process concerned with Soviet strategic capabilities. It was obvious, however, that as yet there is no clear definition of just what approach will be used.

8. Mr. Zellmer made the point that in discussing the product with consumers, one must bear in mind that intelligence performs a conditioning function over a period of time which, in turn, affects the environment in which decisions are made. Often, this is more important than any specific document or individual piece of intelligence. Mr. Walsh noted that we have always had difficulty in measuring consumer reaction and anticipated the Subcommittee staff would as well.

9. There was considerable interest in what new analytical methodologies were being tried by the Agency. Mr. Zellmer discussed several ORD projects and [] described some in use in OSI. OPR's [] experiment was described by Mr. Walsh. All Agency participants agreed that we would welcome a definition of any new methodological lines we might follow. There was also a discussion of how we handled crisis management.

10. The Subcommittee staff agreed to the proposal that they examine codeword documents in a room to be set aside at CIA Headquarters. We agreed to provide them with non-codeword documents by courier. We also agreed to provide Mr. Inderfurth with an initial collection briefing by CGAS and COMIREX.

11. [] office will maintain a record of all requests for access to individuals and to documents. Interview requests will be first cleared with the Office or Directorate involved.

cc: All Agency participants

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